

**4th Annual  
WVU Tech Status Report  
for the  
Legislative Oversight  
Commission on Education  
Accountability**

**Submitted to LOCEA  
November 1, 2009  
by  
Scott M. Hurst, Ph.D.  
Campus Provost**

## TABLE OF CONTENTS

Summary of Progress since November 2008.....	p.3
1. Banner and Related Systems Integration.....	p.4
2. Communications and Integrated Marketing.....	p.5
3. Dining Services.....	p.7
4. Extended Learning.....	p.8
5. Financial Affairs.....	p.9
6. Financial Aid.....	p.9
7. General Counsel.....	p.10
8. Human Resources.....	p.11
9. Information Technology.....	p.11
10. Institutional Research.....	p.14
11. Library Services.....	p.15
12. Physical Plant.....	p.16
13. Public Safety.....	p.17
14. Social Justice.....	p.17
15. Sponsored Programs.....	p.17
16. Enrollment Status and Strategies to Improve Enrollment.....	p.18
17. Retention Status and Strategies to Improve Retention.....	p.19
18. Salary Levels and Capital Improvements.....	p.21
19. Implications of Separation of Tech and the Community & Technical College.....	p.21
Conclusion.....	p.21

## Summary of Progress since November 2008

WVU Tech and WVU continued to make progress over the past year at complying with provisions of WV Code § 18B-1C. The table immediately below provides numerical indicators of the extent to which the fifteen identified functional relationships have been integrated.

Impossible for the table to convey, however, are the many positive outcomes achieved over the past year that give tangible evidence of the successes of the integration process. While selected outcomes are cited in the conclusion to this report, broadly speaking, the student population at Tech is growing, the academic quality of Tech's programs is being strengthened, the campus facility is being enhanced, and its oldest and best friends have come together to renew and revitalize the WVU Tech Alumni Association.

### Level of Integration for the Fifteen Functional Relationships

Functional Relationship	% Integrated
Banner and Related Systems	90%
Communications and Integrated Marketing	75%
Dining Services	100%
Extended Learning	75%
Financial Affairs	98%
Financial Aid	100%
General Counsel	100%
Human Resources	100%
Information Technology	95%
Institutional Research	75%
Library Services	25%
Physical Plant	100%
Public Safety	80%
Social Justice	100%
Sponsored Programs	100%

The greatest accomplishments during the past year were enabled by the full integration of electronic systems. Integration of Banner and Related Systems moved from 10% in November 2008 to 90% in October 2009, and integration of Financial Aid moved from 25% to 100%. Full integration of STAR/Banner allowed WVU Tech students to register online for Fall classes and allowed faculty electronic access of class lists, online grade reporting, and information for the proper advising of students. Mountaineer

Information Exchange (MIX), the student portal, replaced My Tech. WVU Tech students use MIX to access STAR for class registration, carry out and submit assignments, interact with professors and others in the university community, and obtain grade reports, among other uses.

Integration of Institutional Research jumped from 50% to 75%. Full adoption of STAR/Banner means that the WVU Office of Institutional Research will compile for Tech the majority of data for reporting to the Higher Education Policy Commission, such as characteristics of the student body, financial aid utilization, and the like. Tech realizes considerable savings in personnel and support services through integration of this functional relationship.

Although Strategy for Enrollment Services was not a part of the planned integration, adoption of EMAS-Pro, the recruiting software that utilizes telephone, electronic, and mail communication, will afford Tech systematic follow-through with prospective students.

The greatest gap in the integration process is Library Sciences, which has attained only the 25% level to date. To remedy this shortcoming, Tech has reorganized and re-assigned within the Vining Library and has created a direct reporting line to the Associate Campus Provost. A number of areas where integration can be achieved are cited under "11. Library Services," and these will be addressed in the coming year.

## **1. Banner & Related Systems Integration**

Source: Garth E. Thomas, Jr., Associate Campus Provost, WVU Tech

WVU Tech's Banner student information system is 90% integrated into WVU's Banner system, which is known by the acronym STAR, Students and Technology Achieving Results.

The STAR/Banner project team has been meeting monthly since February 2008, and individual departments are meeting as necessary to assure that all deadlines are met. Phasing in of Banner modules began in August 2008 with full production scheduled for Fall 2009. This aspect of systems and processes integration has seen the most progress of any area over the past year.

As of September 2009, the following are complete:

- WVU Tech's curriculum matrix has been evaluated, approved, and integrated into STAR.
- Admissions staff members have been trained to use STAR, and STAR accounts are now available to them to enter applications for Fall 2009.
- The Enrollment Management Action System (EMAS) for Professionals suite of enrollment management software products has been implemented for recruiting and communicating with prospective students, although some aspects of this system remain to be implemented.
- Training in the student housing system has occurred, and STAR accounts are available to staff to begin entering paper applications. Students are also now able to enter housing applications and pay deposits via STAR web-based tools accessible through the internet.
- WVU Tech Catalogs have been entered into STAR through 2008.
- WVU Tech Schedules have been entered into STAR through Fall 2008.
- WVU Student IDs were issued to Tech students in Spring 2008, providing Tech students with access to the full array of WVU resources.
- All students and faculty have received accounts and IDs for the Mountaineer Information Xpress (MIX) system. MIX is a secure site that provides WVU Tech students and faculty with web

- services to check e-mail, register for courses, and access student and faculty services.
- Faculty and advisors have been entered into STAR.
- Registration for the Fall 2009 term was completed in STAR.
- Fee Assessment for Fall 2009 was completed in STAR.
- Financial Aid disbursement for the Fall semester was executed through STAR.
- eCampus, the portal for electronic delivery of on-line courses, was integrated with STAR for WVU Tech students.
- The HEPC reporting for October and December 2009 will be done from STAR.
- Mid-term and Final Grades for the Fall 2009 semester will be entered in STAR.

Banner integration will continue through December 2010. Measures that remain to be implemented and the target completion date include:

- HEPC Graduation reporting -June 2010
- HEPC Financial Aid - September 2010
- Fiscal Operations Report and Application to Participate (FISAP) reporting to comply with federal guidelines to participate in the federal financial aid program - October 2010
- Taxpayer Relief Act (TRA)reporting to satisfy the University responsibility for withholding taxes from paychecks and other taxable payments made by the University to students, and for the reporting of information to the IRS and to the various state and local tax authorities in accordance with statutes and regulations. – December 2010

## **2. Communications & Integrated Marketing**

Source: May 2009 Report to the WVU Board of Governors by Chris Martin, V.P. University Relations

As noted in last year's LOCEA report, WVU Tech's Communications and Marketing services are 75% integrated into those at WVU-Main.

On the Morgantown campus, University Relations (UR) creates and implements integrated marketing communication strategies that support the vision and strategic direction of the University. We work centrally and across units, schools, colleges and divisional campuses to plan and execute communication/recruitment marketing/marketing plans; to enhance awareness and image through strategic branding and communications; to expand University relations (both internally and externally); to support overall fundraising and development; and to build legislative support.

To ensure that marketing and communications across the units and campuses is of the highest quality and meeting strategic needs, UR holds monthly Key Communicator meetings for the more than 50 communication, development, recruitment and marketing specialists from across campus, and from the divisional campuses. These meetings provide ongoing professional development for communications professionals and are a great opportunity for communicators to discuss common issues, current challenges and best practices.

Our marketing and communication efforts are based on a solid research foundation, informing the establishment of strategic messages that are segmented by audience, and distributed through the most appropriate communication platforms. The UR Vice President and Assistant Vice Presidents also meet once a semester with individual Deans and their Key Communicators/Key Recruiters to identify stories, initiatives, innovations and endeavors that support these targeted and strategic messages. While we do try to incorporate information and messaging from every college throughout the yearly cycle, UR must "triage" the huge array of

information from across the schools, colleges and campuses. Those stories and initiatives that best advance the University's key positioning /central mission/marketing agenda are given priority.

UR staff are also continuously on call to assist with communication and marketing needs as they arise across the colleges, schools, and units. These needs are addressed by various UR units including News and Information Services, Web Services, Trademark Licensing, Television Production and Creative Services. Video or graphic design work is charged by the hour at approximately ½ of the market rate.

The divisional campuses have access to the same services as all Morgantown campus groups. Their Key Communicators are invited to UR monthly group meetings and invited to seek help from any UR units or individuals when needed. The UR staff also works regularly with the divisional campuses, both at their request, and as a part of ongoing planning and initiative building. While UR does reach out to provosts and key communicators for progress checks, and to offer assistance when we identify issues or opportunities, UR also counts on the divisional campus communicators and leaders to seek help and assistance when communications/marketing needs or issues arise.

Some of the specific areas where UR has provided support and guidance for the divisional campuses include:

- Press Release Development and Distribution
- Crisis Communication
- Media Purchases
- Website Development and Maintenance
- Intranet Development and Maintenance
- MIX
- Development and Production of Marketing and Recruitment Plans and Publications
- Video Production
- Design and Photography Services
- Trademark and Licensing
- Strategic Communication Events Planning

UR works with the divisional campuses to provide support and guidance as needed. However, we also understand that daily marketing and communication duties are the responsibility of communicators and leaders on those campuses. Because of the differences in WVU's three campuses -- the locations, the academic offerings, and the types of students who enroll -- a one-size-fits-all approach to marketing would be ineffective. It is essential that the divisional campuses understand their constituents through ongoing research and assessment. UR has led and assisted with these efforts in the past, and will continue to do so in the future.

In the past, UR also held regular meetings specifically for the Key Communicators from the divisional campuses. With structural changes in UR under the last president, those meetings transformed into targeted calls and individualized problem-solving sessions. However, we plan to reinstate them, beginning summer 2009.

The Department of Communications and Integrated Marketing at WVU Tech works closely with departments in Montgomery and Morgantown to develop communication strategies and materials to support the success of the institution. As a division of West Virginia University, WVU Tech has relied on expertise and support from the main campus in many areas, including marketing strategy, crisis communication, media relations, visual design, website development, and writing/editing.

WVU Tech's new website is an excellent example of how we have benefited from collaboration with the main campus. Working with UR, we launched a redesigned front page and key recruitment pages. The site is distinct to the Tech campus, yet has the look and feel of the overall University branding and design. Working together, we struck a nice balance between WVU Tech's position as a division of WVU and as an institution of higher education with more than 100 years of history in Montgomery. We also worked with the Web Services unit on the main campus to migrate the WVU Tech website to the Slate platform (a content management system), which has given Tech an array of new Web features as well as increased usability and maintainability.

WVU Tech has made strides in the past year to increase the effectiveness of our recruiting efforts. We are currently formulating a three-year recruitment marketing plan working closely the Admissions Office at WVU Tech and UR and Enrollment Services on the Morgantown campus. To date, some of the goals we've established and begun to meet are:

- Articulating a concise WVU Tech brand, and corresponding recruitment materials.
- Collecting data on website traffic and media impressions.
- Implementing data-driven segmented communication strategies.

For example, we know that WVU Tech students (like many nationwide) have concerns about the affordability of a college education. We have been working to alleviate this concern by educating our market regarding the financial resources available to them to pursue an education at WVU Tech. One of these approaches includes customizing key messages by residency with strong and clear cost and financial aid information.

Continuing research will build on this foundation to identify markets where WVU Tech can expand market share and identify potential new markets. The appropriate message and frequency will be calculated for each market to maximize the return on investment.

We have made significant strides this year in improving the marketing and recruiting programs at WVU Tech. These efforts will serve as the foundation for future success, as we build a strong public image and brand for WVU Tech. However, we cannot succeed in this goal without continued support from WVU. As our strategies evolve so will our level of cooperation with various departments on the main campus. We each share the overall goal of a prosperous and vibrant WVU Tech and know that success in Montgomery translates into success for the University.

### **3. Dining Services**

Source: Richard G. Carpinelli, Dean of Students, WVU Tech

As noted in last year's LOCEA report, Dining Services at WVU Tech are 100% integrated into WVU's Dining Services.

Integrating students' identification cards into the WVU dining services system, a priority project identified in last year's report, was completed. The use of a real-time, on-line employee timekeeping, is still being pursued and will be implemented as soon as it is feasible.

### **4. Extended Learning**

Source: Rodney G. Stewart, Director of Extended Learning, WVU Tech

As noted in last year's LOCEA report, WVU Tech's Extended Education is 75% integrated into WVU's Extended Learning.

Extended Learning programs in Southern West Virginia are administered by Tech's Director of Extended Education, who is based in Charleston and Montgomery and who reports to WVU's Dean of Extended Learning at WVU Main Campus. The Director of Extended Education:

- Works closely with Extended Learning personnel on course design and development
- Processes course information for both WVU and Tech in southern West Virginia
- Manages the course development process whereby Tech will create two online tracks for RBA Areas of Emphasis, the Accounting 2+2 online degree completion track, and future courses to be determined annually (Extended Learning has provided grants for course development and staff training, office operations, and marketing, and as of the date of this report six of ten courses have been completed and offered.)
- Will facilitate, during the Spring 2010 term, delivery of the Online Teaching Scholars online instructional training for new and nearly new Tech faculty in effective teaching strategies and institutional policies

WVU incorporates Tech's off-campus program and course offerings into the Extended Learning web site and features links to several Tech web pages. Ongoing dialog between campuses will be required as change over time occurs and as the integration of Tech into the Banner system continues.

At this time Tech provides site-based courses at locations in Charleston and several Kanawha and Fayette County high schools. The majority of Tech's extended courses, however, are delivered by distance methods involving Internet and television. The Headcount enrollment comparison table below shows just how important distance courses are to Tech's outreach.

**Headcount Enrollment in Extended Education**

	<b>Fall 2007</b>	<b>Fall 2008</b>
<b>Web &amp; telecourse</b>	338	342
<b>Charleston area</b>	61	54
<b>Contract / Corrections</b>	108	122
<b>Early Enrollment</b>	133	124
<b>Total</b>	640	642

WVU Tech is to provide a Charleston-based secretarial position to support this collaboration, although at the time of this writing this position is unfilled. The position is to be a key liaison with Tech personnel in regard to course information, student admission and registration, financial aid, etc.

## **5. Financial Affairs**

Source: Solomon Addico, Chief Business Officer, WVU Tech

Financial Affairs at WVU Tech are 98% integrated into Financial Affairs at WVU.

WVU Tech's Financial Affairs area provides fiscal support and services to students, faculty, staff and the general public. Services provided include the following:

- Budget preparation and oversight
- Cashiering functions
- Financial Aid funds draw- downs
- Athletic Bank deposits and reconciliation
- Payroll
- PCard services coordination
- Coordinate assets management with WVU Main Campus

The search for a Chief Financial Officer to manage Tech's financial services as well as coordinate Tech's fiscal functions and activities with WVU Main Campus culminated May 15, 2009. To better serve students, the Business Office was re-organized, and two positions (Comptroller and Student Loan Officer) were eliminated and one position (Accounting Assistant) transferred. A position, Budget Analyst, was created to coordinate accounting and budget activities.

The Chief Business Officer at WVU Tech collaborates with counterparts on the WVU Main Campus on fiscal activities and participates on the following committees:

- Resources Committee
- Planning Committee
- Executive Committee
- Cabinet
- Other executive management activities.

Overall, WVU Tech's Planning and Treasury Operations have been substantially integrated into WVU's Planning and Treasury Operations. Initiatives completed during the past year include:

- Quality control and relational edits in HEPC student data submissions
- Submission of (non-personnel) HEPC files
- Financial aid student and cash reconciliations-100%
- Management of outside bank accounts- 95% integrated
- Functions and reports involving revenue and student accounts that have now been integrated into Banner.

## **6. Financial Aid**

Source: Scott M. Hurst, Campus Provost, and Michael Mattison, Dean of Enrollment Services, WVU Tech

WVU Tech's Financial Aid is 100% integrated into WVU's Financial Aid.

With full integration of Banner, the financial aid process for Tech students will mirror that for WVU students, from bookstore services to release of excess funds to students. Tech will transfer from the Federal Family Education Loan Program to the Federal Direct Loan Program. Tech Foundation accounts will be established in Banner for awarding and disbursing financial aid to students. AmeriCorps, Vocational Rehabilitation, and Veterans Certification forms will be received and processed by the main campus,

although Tech staff will be trained to assist walk-in students with immediate pressing needs. The appeal process will be conducted on the main campus but a Tech representative will serve on the Financial Aid Appeals Committee. Forms used by the main campus that were adopted by Tech for use during 2008-09 include dependency status review, budget appeals, and special circumstance requests. Tech has adopted the satisfactory academic progress policy currently in place on the main campus so that progress can be assessed at the end of Spring 2008, and thus be moved into WVU's Banner.

Preparatory work at the Federal level has been initiated and completed. The US Department of Education was sent an updated Program Participation Agreement in which the merger of the two schools is discussed and permission to combine financial aid services for the merged institutions is requested, effective 2009-10. We have received final approval, and financial aid files have been loaded in WVU's Banner system and full processing, including data loads, tracking, awarding and notification, will commence on the main campus. Tech's financial aid office will function as a financial aid office with processing, verification, handling walk-in traffic and telephone/e-mail contacts.

WVU Tech employed a Director of Financial Aid effective October 9, 2009.

## **7. General Counsel**

Source: Scott M. Hurst, Campus Provost, WVU Tech

As noted in last year's LOCEA report, WVU Tech's Legal Affairs are 100% integrated into Legal Affairs at WVU.

In addition to continued normal legal service to Tech, the Office of the Vice President for Legal Affairs and General Counsel carried out three unique tasks since the 2008 LOCEA report to comply with changes in statutes from the enrollment of House Bill 3215. Specifically, the General Counsel worked with WVU Tech Administration to develop:

- The Memorandum of Understanding governing legal separation of WVU and Bridgemont CTC – This is the framework of institutional responsibilities for: legal status of the institutions; policies and procedures; assets, liabilities, and services; FERPA; program articulation; student recruitment, registration, and records; marketing; use of WVU trademarks; assignment of rights, interests, or benefits to contract or the like; and term and termination.
- The Division of Assets and Liabilities Agreement – This delineates specific institutional responsibilities in connection with auxiliary enterprises, funds, and fees; bonds; equipment and other assets; buildings and infrastructure; real property; student debt; personnel files; historical data; copyrighted materials; Banner information system; and the Bridgemont web site.
- The Services Agreement – This delineates the terms for services Bridgemont is contracting from WVU, including student housing; dining services; student career services; library services; facilities usage; transitional support for human resources; accounting functions; physical plant services; email forwarding; WebCT Vista services; and transitional support for social justice.

Legal Counsel continues to develop ancillary agreements and contracts, which include but are not limited to transitional support for information technology services, contracts for leasing laboratories and offices, contracts for housing and residence hall services, contracts for food services, contracts for social justice and disability services, contracts for library services, and contracts for completion of renovations started before enrollment of House Bill 3215.

## **8. Human Resources**

Source: Kevin A. Lawhon, Director of Human Resources, WVU Tech

WVU Tech's Human Resources function continues to operate at a 100% level of integration.

The Tech Director of Human Resources reports to the Director of Human Resources at WVU Main Campus and participates in weekly status update conference call communications. Additionally, objectives and initiatives for Human Resources at Tech are established in collaboration with WVU Main Campus and are monitored and evaluated by the Director of Human Resources at WVU Main Campus.

The WVU Tech Human Resources function provides support and services in the areas of employment and recruitment, employee relations, classification and compensation, training and development, policy administration, benefits administration, strategic partnering, and other various projects and assignments. Frequent communications occur with the various functional HR experts at WVU Main Campus to ensure consistency in HR application on the Tech campus.

Key Tech Human Resource initiatives over the fiscal year 2008-09 fiscal year focused on the following:

- Leading the search for, hiring, identifying transitional responsibilities, and ensuring training completion for a Human Resources Director at Bridgemont CTC.
- Implementing a performance review process for Classified, Non Classified, and FEAP employees.
- Developing and implementing a new hire orientation (HR) program.
- Developing a three year (HR) training strategy for Tech employees.
- Taking appropriate HR actions to support financial liability restructuring through participation on the resource committee, cabinet, and other appropriate efforts.

## **9. Information Technology**

Source: Amy Baker, Chief Technology Officer, WVU Main Campus, and Garth E. Thomas, Jr., Associate Campus Provost, WVU Tech

WVU Tech's Information Technology is 95% integrated into WVU's Information Technology.

The Office of Information Technology (OIT) is working to integrate the faculty, staff, and students into all of the systems and services offered. All services and processes are described in detail at <http://oit.wvu.edu>. The methodology for all information technology integration has been to add functionality to the Tech campus using the same processes and procedures as WVU Main Campus. The list of goals and accomplishments below is not a detailed list, but rather a sample of some of the significant integration components that have been completed and are being discussed and worked on for the future. All services that IT provides are utilized to manage Tech and benefit the Tech campus. Virus and spam scanning for all incoming and outgoing email, network intrusion detection, and all other core systems are used for the Tech campus.

Goals and accomplishments related to the integration of information technology include:

**Staff Supervision – 100 % complete** - Technology staff positions are funded by WVU Tech but report to, and are overseen by, the Chief Technology Officer (CTO) in the Office of Information Technology at WVU Main Campus. Tech personnel utilize the central help desk system and the Service Desk Express to receive and monitor incident work assignments.

**Help Desk and Deskside Support - 100% complete** - All support requests are initiated using the OF Help Desk. If a problem cannot be resolved upon the initial phone call or email, an incident ticket is created and assigned to the appropriate group of individuals for resolution. This group may be on the Morgantown campus or on the Tech campus depending on what actions need to be taken. Support may be requested by:

- Phone – 304.293.4444 or 877.327.9260 or local to Tech at 304.424.3364
- Email - [oithelp@mail.wvu.edu](mailto:oithelp@mail.wvu.edu)
- Self Service - <http://oitss.wvu.edu>

Additional information on the help desk can be found at <http://oit.wvu.edu/helpdesk>

**Email, Calendar, and Messaging Services – 90% complete** - All faculty and staff at WVU Tech have accounts in WVU's official email system, Novell GroupWise, which provides email, calendaring, and instant messaging services. This system also provides for resource accounts that can be used for departments, units, or specific events.

<http://oit.wvu.edu/groupwise/>

All students at WVU Tech have accounts in the Mountaineer Information Xpress (MIX) system, which provides full student-portal and email functionality. Student MIX accounts became effective on July 15, 2009. Tech's MyTech counterpart system closed down September 30, 2009, although MyTech email is to be forwarded to MIX throughout academic year 2010. By eliminating costs for hardware replacement and maintenance staff, closure of MyTech will result in considerable savings for Tech.

MIX - <http://www.mix.wvu.edu>

**Technical Training - 100% complete** - The Office of Information Technology provides training on a wide range of technical topics using a variety of formats, including hands-on workshops, self-paced web tutorials, and live webinars. On-site workshops will be scheduled on the Tech campus when departments or groups so request or when new services are extended to the campus.

Workshop descriptions - <http://oit.wvu.edu/training/desc.php>

Online Workshops – <http://oit.wvu.edu/training/online/index.php>

**Wireless Network - 100% complete** - Wireless is offered on the Tech campus using the WVU standard processes and policies. Students now use the same set of credentials for their wireless access as the students on other WVU campuses. Wireless hot spots are currently located in the Computer Center in the Engineering Laboratory building and in the Library. Additional hot spots are planned to be added this year in the Library and in the Tech Center. <http://oit.wvu.edu/wireless/>

**WVU eCampus and related tools - 90% complete** - Online and blended courses offered by Tech and the Community and Technical College at Tech utilize the WVU eCampus system, which is powered by Blackboard Vista software. The WVU eCampus course management system provides courses with functionality such as the ability to create and manage learning content, communicate using tools such

as chat and message boards, evaluate student performance using assignments and assessments, and track student progress using the grade book.

The courses for WVU Tech were offered within a separate instance of the eCampus system, however, these courses are now provided within the same instance of eCampus. The same credentials, processes, and procedures will be used for WVU Tech courses as are used for the WVU Morgantown and PSC campuses.

<https://ecampus.wvu.edu>

**Community - 100% complete** - The Community system at WVU provides web space to all faculty, staff, and students for personal web sites, and all WVU Tech faculty, staff, and students are fully integrated into the system.

<http://oit.wvu.edu/web/community/>

**Desktop Authentication - 100% complete** - The Office of Information Technology replaced the WVU Tech Active Directory with the WVU Main Campus Active Directory (MasterID) to eliminate redundancy. Active Directory is the system by which user accounts and credentials for WVU Tech faculty, staff, and students are managed.

A local server was implemented on the Tech campus to ensure reliability for Tech in case of network outages between the two campuses. The system is an extension that fully replicates the WVU Main Campus system, which means that users at Tech will have access through Morgantown in the event something happens to the system at Tech. All computer labs and classrooms on the Tech campus have been transitioned to this new authentication mechanism as well as all computers for faculty and staff on the Tech campus. The centralized Master ID system allows all users to obtain password resets directly from the Help Desk.

**Network Storage Space - 100 % Complete** - All WVU Tech faculty and staff have robust personal and shared network storage space available to them. Stored documents will automatically be replicated to the Morgantown file system, thus providing back-up and recovery services, as well as the ability for Tech administrators, faculty, and staff to access their work files when visiting the Morgantown campus.

**Web Sites and Servers - project is 90 % complete** – The Director of Communications at Tech has been working with Web Services at WVU Main Campus to update the Tech web site, which has been moved to the WVU Main Campus web servers. The online application is still on the old server, but once that is removed the old hardware can be retired. By eliminating hardware replacement costs and certain personnel positions, WVU Tech will realize considerable savings.

**Network Standardization - project in discussion and discovery** - The Office of Information Technology wants to re-implement the core network on the Tech campus to follow the current WVU standard network configuration. Equipment is being purchased in compliance with standards, and new wiring requests must meet the network standards. With the current configuration, there is limited ability to troubleshoot some types of network problems. Moving to a completely standardized configuration will provide additional tools to correct network problems on the Tech campus.

## **10. Institutional Research**

Source: Garth E. Thomas, Jr., Associate Campus Provost, and Pamela S. Cutright, Special Assistant to the Campus Provost, WVU Tech, and Roberta A. Dean, Director of Institutional Research, WVU

WVU Tech's Institutional Research is 75% integrated into WVU's Institutional Research and is projected to rise to 95% after October 15, 2009 and 100% June 2010 when the HEPC Graduation file submission is submitted by WVU Main Campus for Tech.

**Higher Education Policy Commission Reporting** - After the complete and final integration of Tech data into WVU's Banner/STAR system, the **HEPC files** listed below will be compiled and submitted as separate files by WVU.

- Student (beginning of fall and spring, end of fall and spring, and end of summer)
- Course (beginning of fall and spring, end of fall and spring, and end of summer)
- Registration (beginning of fall and spring, end of fall and spring, and end of summer)
- Teaching Workload (beginning of fall and spring, end of fall and spring, and end of summer)
- Applicant (fall term only)
- Graduation file (mid June – one submission per year)

Update: October 15, 2009 is the due date of the first HEPC submission affected by the integration. Tech student information data has been incorporated into the WVU Banner system and the file generation, preparation and submission processes are on schedule to accomplish this task.

Tech will have access to these files at a shared drive location and will be responsible for the initial editing and verification of the data prior to submission to HEPC. Admissions & Records/Student Systems Development will coordinate this effort with personnel from WVU Tech. A separate Service Agreement may be proposed between Admissions and Records/Student Systems Development as part of the WVU Tech Banner Integration Project. Various members of Tech's Technical staff have access to the daily Banner file extracts and will be provided archived HEPC files beginning with the Oct 15, 2009 submission.

Continuing the current human resource file process, WVU will run the MAP BOT Interface, generate a one record-per-employee file, and provide this 'starter' file to Tech. The Tech HEPC Personnel file will be edited, compiled and submitted separately by Tech institutional research (IR) personnel, with a final copy to be provided to WVU. In addition WVU will provide a copy of the raw ORACLE /MAP data, which may have multiple records per employee. Tech's HEPC Personnel file generation progress is on schedule for the October 15, 2009 submission.

The HEPC Financial Aid File will be a separate file for Tech that is produced and submitted by the WVU Financial Aid Office. This will become effective in September 2010 when financial aid has been in WVU STAR/Banner for AY 2010.

Post-submission HEPC requests will be forwarded to Tech IR personnel. When necessary WVU and Tech will work collaboratively to fulfill the request and include the other campus/division IR or Admissions and Records personnel on the reply. The Associate Campus Provost is now the point of contact for Tech's institutional reporting.

The HEPC Disability Brochure will be forwarded to Tech IR personnel.

HEPC Compact requests will likely be received by the Office of the President or the Provost from which questions will be directed to the IR staff at either location as needed.

Pressing requests from the President or Provost's Office regarding Tech will be handled as promptly and collaboratively as possible by the office receiving the call.

Pursuant to National Center for Educational Statistics / Integrated Post Secondary Data Systems Reporting requirements, all IPEDS reports will be produced and reported separately except for Finance, where Tech data will be incorporated within the WVU report. All other Tech IPEDS reports are to be compiled and submitted by Tech IR personnel. Copies of Tech IPEDS submissions will be shared with the WVU IR office.

IDEAS data warehouse access will be provided to Tech to obtain information from WVU combined census files, once Tech data is fully integrated into the WVU Banner system. Tech's Dean of Enrollment Services has been granted access to the data warehouse, and it is anticipated that others will be granted accounts as more Tech data is included.

College Guides and ad hoc requests regarding Tech will continue to be handled by Tech IR personnel.

## **11. Library Services**

Source: Garth E. Thomas, Associate Campus Provost, WVU Tech

WVU Tech's Library Services remain 25 % integrated into WVU's Library Services as was the case in the last LOCEA report.

The library is the last major service area to be comprehensively integrated into the WVU system. However, during the past year a team from WVU Library Services conducted a study of the operations of Tech's Vining Library, and this study will be used to direct further integration. Major conclusions of the study were:

- The library administration should explore having WVU Libraries perform some work, such as acquisitions and cataloging that are currently being performed by Tech staff.
- Potential exists to collaborate in the use of online reference services.
- Much greater use could be made of interlibrary loan services
- The Vining Library should invest in software such as ILLiad or Clio to automate interlibrary loan services.
- The Voyager Library Software could be used to do more of the checkout work such as processing items in the Reserve Collection.

The library does currently use the Voyager software provided on the WVU Libraries servers to catalog the WVU Tech collection. The computer lab services and wireless connectivity in the Vining Library are supported by WVU Office of Information Technology. Good first steps have been made toward integration of services, but the recommendations from the WVU Libraries team must be implemented to achieve the desired level of synergy. This area of campus services will receive the attention required to bring the level of integration of services in line with the levels achieved in other areas of campus operations. Toward this end, Tech has reorganized and re-assigned within the Vining Library and has created a direct reporting line to the Associate Campus Provost. These actions are expected to help move the integration effort forward.

## **12. Physical Plant**

Source: Solomon Addico, Chief Business Officer, WVU Tech

WVU Tech's Physical Plant is 100% integrated into WVU's Physical Plant.

The WVU Tech Physical Plant provides support services to the institution, including:

- Custodial Services
- Grounds and Landscaping
- Vehicle maintenance
- Carpentry
- Events Set-up
- Moving/office relocation
- Inventory control
- General repairs and maintenance
- Bid coordination
- Locks and keys management
- HVAC management
- Plumbing and electrical services
- Health and Safety
- Other services

Separation of WVU Tech from Bridgemont CTC - With the separation of WVU Tech and Bridgemont Community & Technical College, it was necessary to identify and separate the assets of the two institutions. WVU Main Campus handled this asset division and is also taking care of equipment upgrades in Davis Hall, per agreement between WVU Tech and Bridgemont CTC.

Campus Planning - As stated in the 3rd Annual WVU Tech Status Report (October 31, 2008), to better utilize campus space and create functional adjacencies for academic and administrative work units, a series of moves were made to relocate units closer to their functional work associates.

Funding Source - WVU Tech has initiated a plan of action to secure additional funds from HEPC for the various campus projects, including the following:

- Renovation of a dormitory
- Asbestos abatement and demolition of another dormitory
- Deferred Maintenance jobs
- Upgrade of campus facilities.

## **13. Public Safety**

Source: Richard G. Carpinelli, Dean of Students, WVU Tech

WVU Tech's Office of Public Safety (Campus Police) remains at 80% integration with WVU's Public Safety.

WVU Tech Campus Police now has a dotted –line reporting relationship to the WVU Tech Dean of Students, who began his duties at WVU Tech on July 6, 2009. The Dean of Students will work with WVU's Chief of Police for purposes of fully integrating the Campus Police department at WVU Tech with its counterpart at WVU Main Campus.

#### **14. Social Justice**

Source: Scott M. Hurst, Campus Provost, WVU Tech

WVU Tech's Social Justice is 100% integrated into Social Justice at WVU.

The WVU Social Justice Office provides all social justice services, thus saving Tech the costs of salary plus auxiliary services and materials. Services and training provided to Tech include, but are not limited to, disability services, counseling, affirmative action, faculty and staff searches, and sexual harassment, among others. Additional training on Tech's campus is also available on request.

Also, per terms of the Services Agreement, WVU Social Justice will provide transitional support for social justice to Bridgemont CTC, including training and assistance with affirmative action plans, ADA/504 compliance, counseling, and accommodations for students with disabilities, among others. This agreement is to run through July 1, 2011, unless mutually agreed upon by the respective institutions.

#### **15. Sponsored Programs**

Source: Garth E. Thomas, Associate Campus Provost, and Scott M. Hurst, Campus Provost, WVU Tech

WVU Tech Sponsored Programs are 100% integrated into the WVU Office of Sponsored Programs.

The Office of Sponsored Programs (OSP) reviews, negotiates, accepts, and initiates awards on behalf of West Virginia University, including WVU Tech, and the WVU Research Corporation. All WVU Tech grant proposals follow WVU guidelines for budgeting overhead expenses and fringe benefits. The OSP maintains all grant budgets, submits invoices for payment, and accepts reimbursements for WVU Tech. The OSP submits all proposals and letters-of-intent on behalf of WVU Tech. All WVU Tech grant proposals must follow OSP review guidelines and timelines in addition to requirements for on-campus review. The on-campus review is done to make sure that requests for release time and requirements for cost matching have been accepted by the affected department(s). Any modifications to an ongoing grant must be approved by the WVU OSP. The office of the Associate Campus Provost provides the liaison between the WVU Tech campus and the OSP.

#### **16. Enrollment Strategies**

Source: Pamela S. Cutright, Special Assistant to the Campus Provost, and Michael Mattison, Dean of Enrollment Services

While strategies to increase enrollment is not an area for integration, this discussion will serve to increase the awareness of LOCEA members about the efforts WVU Tech is taking to become self-sufficient.

Working collaboratively over the past year, the Campus Provost, the Interim Registrar, and the Dean of Enrollment Services (who began employment in November, 2008) provided leadership to implement the following operational, admissions, and recruiting practices by which to grow enrollments:

- The WVU Tech Mission Statement and Institutional Goals were revised to clearly reflect the role of the university in preparing students for careers in engineering and the sciences and in business, humanities, and social sciences. The Mission Statement and Institutional Goals were endorsed campus-wide by Cabinet, Faculty Assembly, and Staff Council.
- Business plans, which will identify enrollment capacities and resources needed to support their respective programs, are in development by the Deans of Tech's two academic colleges (Engineering & Sciences and Business, Humanities, & Social Sciences). These plans are due to the Campus Provost about mid-October, 2009.
- The marketing plan developed by the Dean of Enrollment Services in February 2009 will be the foundation for all promotional and recruiting efforts.
  - Recruiting will be increasingly targeted to appropriately matched populations including:
    - A larger proportion of full-time to part-time students
    - Community and technical college graduates, both in state and out of state, for 2 + 2 programs
    - Veterans and military personnel
    - Students whose academic preparedness is complementary to the academic rigor of the WVU Tech curricula
    - Students who have been home schooled
    - International students (At present 53 students from 21 countries attend Tech, and the target is for international students to comprise 10% of the total student population)
    - Students from outside the region historically served by WVU Tech (To compensate for the generally low college-going rate of the eight contiguous counties)
    - Early enrollment students (A job description is in development to fill a leadership position for early enrollment classes that has been vacant for close to one year)
  - Emphasis is being placed on acquiring targeted leads from such organizations as ACT and Hobson (international).
  - To strengthen commitment of prospective incoming students to attend WVU Tech, early registration days are held throughout the year.
  - Tools that facilitate recruiting (e.g., web page, etc.) have been, and are being, updated.
  - Application forms, both online and printed, were revised.
  - Admissions staff members were assigned specific regions in which to recruit and are expected to demonstrate higher levels of performance.
  - A minimum of one recruiting event (e.g., Expo for high school groups in surrounding counties) will be held per month.
  - To assure consistency in strategy and policy compliance an admissions advisory council will be formed.
  - Recruiting and enrollment updates are provided weekly to the Campus Provost and Cabinet via STAR and EMAS Pro on the Tech intra-web.
  - Data management was integrated into the WVU-main student database systems.
  - A software package utilizing print, email, and telephone communications has been adopted.

- The AIM and EIS software packages of ACT were purchased to sharpen the targeting of recruiting.
- Daily activity reports (DARS) assess the success of attaining recruiting objectives.
- Training and development activities are provided periodically to the student tele-team.
- Recruiting staff will be increased by 20%.
- One professional advisor in the Leonard C. Nelson College of Engineering & Sciences has outreach responsibility and educates high school students about careers in engineering and the sciences and also assists with recruiting eligible and interested students to WVU Tech academic degree programs.
- The Non-Resident Freshman Scholarship program reduces tuition and fees charged to qualifying out-of-state students to that paid by residents of WV.
- The First Generation Freshman Grant provides a stipend to all qualifying incoming Freshman students.
- Articulation agreements to facilitate entry of transfer students from community and technical colleges and four-year colleges into engineering, business, and accounting programs are being explored and developed (e.g., Accounting 2+2 agreement with Southern WV CTC).
- Two of WVU Tech's academic programs are listed with the Academic Common Market of the Southern Regional Education Board (SREB).

The long-range enrollment target for the WVU Institute of Technology is its historic high of more than 2100 students, although projected growth, at 125 students per year for each of the next four years, is best described as slow but steady. It is most important to all at Tech that new students have positive and productive experiences and that all admitted students go on to graduate from Tech and then recommend Tech to their friends.

## **17. Retention Status and Strategies to Improve Retention**

Source: Garth E. Thomas, Associate Campus Provost, WVU Tech

While strategy to improve retention is not an area for integration, this discussion, like that for enrollment strategies, will serve to increase the awareness of LOCEA members about the efforts WVU Tech is taking to become self-sufficient.

The retention rate for first-time, full-time freshmen at WVU Tech, was 51%, or 10% less than the median of 61% for Tech's peer institutions. While there is continued effort to recruit students who have the capabilities to succeed in college, because not all prospective students meet normal admission requirements, Tech did implement a Conditional Admission Policy for students who have academic potential but are poorly prepared. A review of credentials for these conditionally admitted students revealed that ACT/SAT composite score requirements were not adequate to completely qualify the applicants, which means that for the future policy revision to specify minimum subscores so that entering Freshmen will possess suitable competencies in Mathematics and English. For the AY 2010, however, developmental courses in English and Mathematics were added to help the poorly prepared be academically successful. The academic progress of these conditionally admitted students is being monitored, but their retention rate will not be known until next year.

A number of developments during the past year have had impact on retention. The Student Success Center was effectively closed with the transfer of the director (and sole employee) to Admissions. The ad hoc Retention Committee was replaced by a permanent retention team that is comprised of the Dean of Enrollment Services, Director of Student Support Services, the former director of the Student Success Center, the Engineering and Sciences freshman advisor, and the recently hired Dean of Students, Dean of the College of Engineering & Sciences, and Associate Campus Provost. The permanent nature of this team will enable a focus on long-term strategies for retention and the ability to marshal resources needed to execute the strategies.

Tutoring support is undergoing substantial revision at WVU Tech. The Student Success Center, which provided tutoring services to about 40 students per term on an “as requested” basis but which had no authority, was dissolved. Replacing it effective Fall 2009 is a pilot program, modeled after that used by the College of Engineering & Mineral Resources at WVU Main Campus, in which peer tutors staff a tutoring center for approximately thirty hours per week. All students in the UNIV 101 Freshman Seminar course are then required to use for two hours each week either this tutoring center or the Student Support Services center. Students whose mid-term grades demonstrate that they are making good academic progress will be not be required to continue with tutoring. This tutoring program, which is being directed by the freshman advisor for the College of Engineering & Sciences, is currently being piloted with the engineering and science majors but is planned to be extended to all majors. The recent hire of a tutoring coordinator in Student Services will enable this program to be expanded, and a longer-term goal is that volunteers from student organizations will provide tutoring in upper-division courses.

Tutoring services are also provided by the Math and English departments. The Math Department offers approximately 20 hours of tutoring per week primarily through the full-time faculty. The English Department also supports a Writing Laboratory that provides free tutorial services to freshman and upper class students.

An expected benefit of the mandatory tutoring is that more students are being directed to Student Support Services. This is a federally funded program that provides services such as tutoring, counseling, and career advising to first-generation college students, students who are members of underrepresented groups, students with limited financial assets, and those who are physically or learning disabled. Student Support Services is not utilized by as many students as are qualified to obtain services, and efforts to increase the number of students using these services are expected to have a positive effect on retention.

One unfortunate aspect of the integration into the WVU STAR system is that the four-week grade report is no longer available. This report had been used to identify at-risk students early in the semester. In place of this report, a dedicated e-mail address has been created in GroupWise that will allow faculty to report students who are not attending class or are performing poorly. This e-mail drop will be monitored to identify at-risk students and to notify their advisors that an intervention is required.

The “calculus rescue” course that was developed by the College of Engineering and Mineral Sciences at WVU Main Campus has also been adopted. If a student is performing poorly in the Calculus I course, they are urged to withdraw and enroll in the five-week calculus rescue course. This is an online course that reviews essential concepts necessary for success in calculus. There has been some discussion about making this course available for preparatory study before the student enrolls in calculus. CEMR staff report success using this course, and it is expected that improvement in student performance in the calculus classes will result.

Tech's longer-term goal is the 61% median rate of its peer institutions. While there were some setbacks in retention efforts during the past year, a number of positive steps were taken. It is expected that a new leadership team, a new tutoring model, improved tracking of at-risk students, and increased utilization of the Student Support Service program will produce improved retention rates.

## **18. Salary Levels and Capital Improvements**

Source: Kevin A. Lawhon, Director of Human resources, WVU Tech

The 2008 salary increase was distributed to Faculty, FEAP, Classified, and Non-Classified, WVU Tech employees on 11/1/08. The amount represented 3.0% of the total salaries of raise eligible employees. Plans do not exist to provide salary increases to Faculty, FEAP, Classified, or Non-Classified employees of the WVU Tech campus for AY 2009.

## **19. Implications of Separation of Tech and the Community & Technical College**

To comply with provisions in House Bill 3215, over the past year administrators from Tech and the Community & Technical College began activities to officially separate the two institutions. Their work culminated July 1, 2009 with the three agreements outlined previously, the Memorandum of Understanding, the Division of Assets and Liabilities Agreement, and the Services Agreement. These documents delineate the specific ways and means by which WVU Tech will act to provide services, properties, and equipment for the benefit of CTC students through the initial term that ends July 1, 2011. These agreements may be renewed year by year if both parties so agree.

## **Conclusion**

WVU Tech has made significant progress to comply with provisions of WV Code § 18B-1C. To date, 14 of the 15 functional relationships have been integrated to the level of 75% or greater. Also, the Community & Technical College has been separated out as required by House Bill 3215.

That the past three years were challenging for WVU Tech is indisputable. The new procedural systems associated with divisional status at WVU were implemented parallel to existing procedural systems that had to be maintained for the support of previously admitted students. As has been discussed, the Community & Technical College has been divested. As a result of all of these operational changes, the WVU Tech work force has continuously re-formed as positions were vacated by retirements and resignations or were re-defined to reflect new operational needs of the university.

During the past academic year, however, there has been noticeable change for the better at WVU Tech. A number of key leadership slots were filled, including Dean of Enrollment Services, Chief Business Officer, Dean of the Leonard C. Nelson College of Engineering & Sciences, Dean of Students, Associate Campus Provost, Registrar, Director of Financial Aid, and Special Assistant to the Campus Provost. Through the collaborative efforts of the Campus Provost, members of the administrative team, faculty, staff, students, and the community at large, there have been several noteworthy achievements across this academic year, just a few of which include:

- Increase of 45% (141) in first-time students (freshmen and transfer students) for Fall 2009 compared to Fall 2008 - As of September, 28, 2009
- Improved and increasingly interactive web page
- May 2009 graduates of the B.S. in Nursing program achieved a 94 per cent licensure pass rate
- Conversion to online delivery of the Fraud Accounting certificate
- ABET re-accreditation for five engineering programs and preparation for the re-accreditation of six engineering technology programs
- First-time ABET accreditation of the Computer Engineering program
- The Tech Alumni Association has been reinstated, a governance structure formed, and a Director of Institutional Advancement employed
- A SWOT analysis was carried out by Cabinet to lay the foundation for a campus-wide strategic plan, which will be concluded during Spring and Summer 2010 – so that new personnel will have opportunity for experiential learning about Tech.
- The Tech Executive Committee identified in September 2009 four priority emphases for academic year 2010:
  - The Tech Center as the epicenter of campus life
  - The Strategic Enrollment and Retention Plan
  - Renovation/repairs to Hirise Hall as a component of the Strategic Enrollment and Retention Plan
  - Campus image.

It is clear that the climate on the WVU Tech campus is again pro-active and future-oriented.